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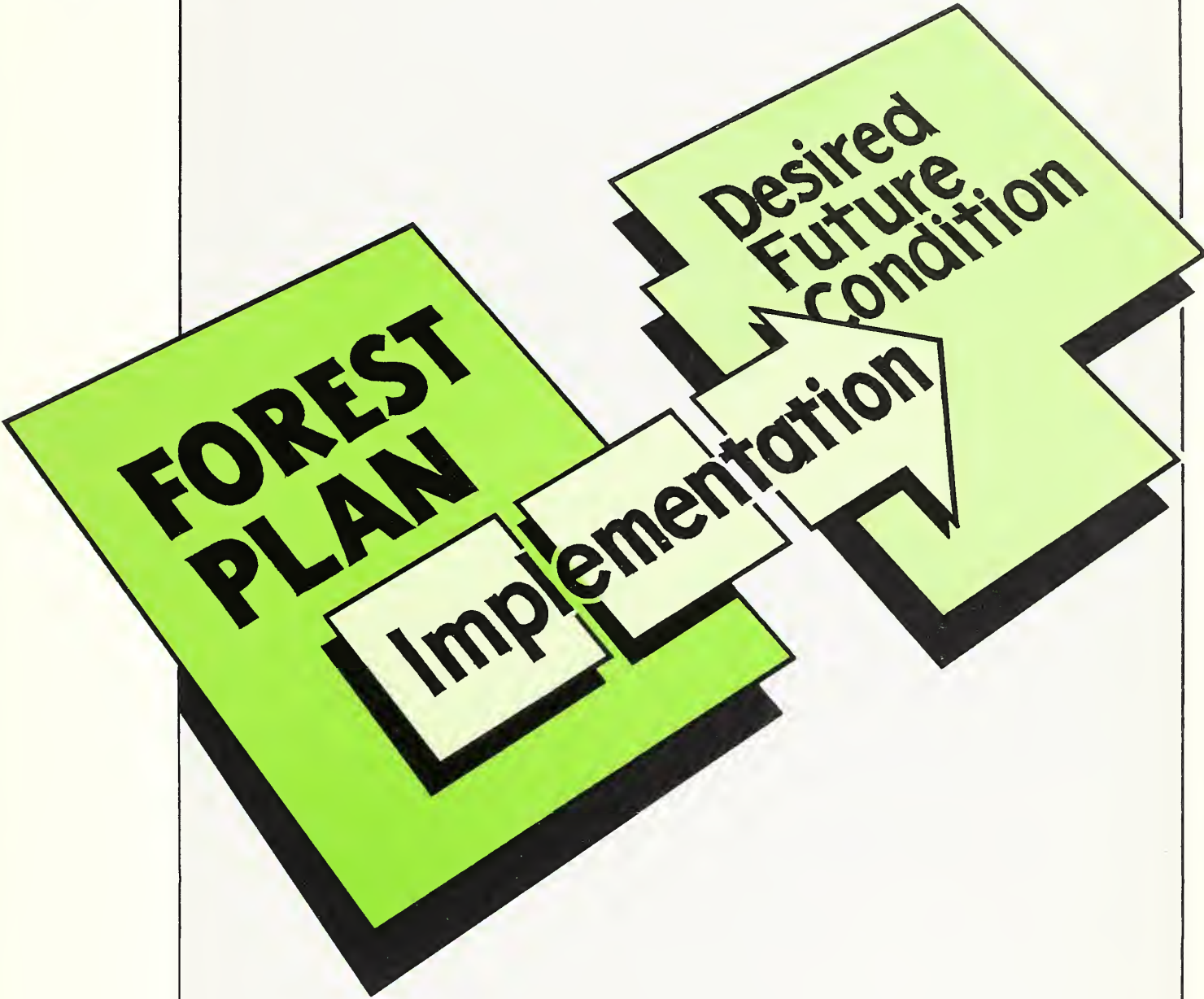
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# OUR APPROACH





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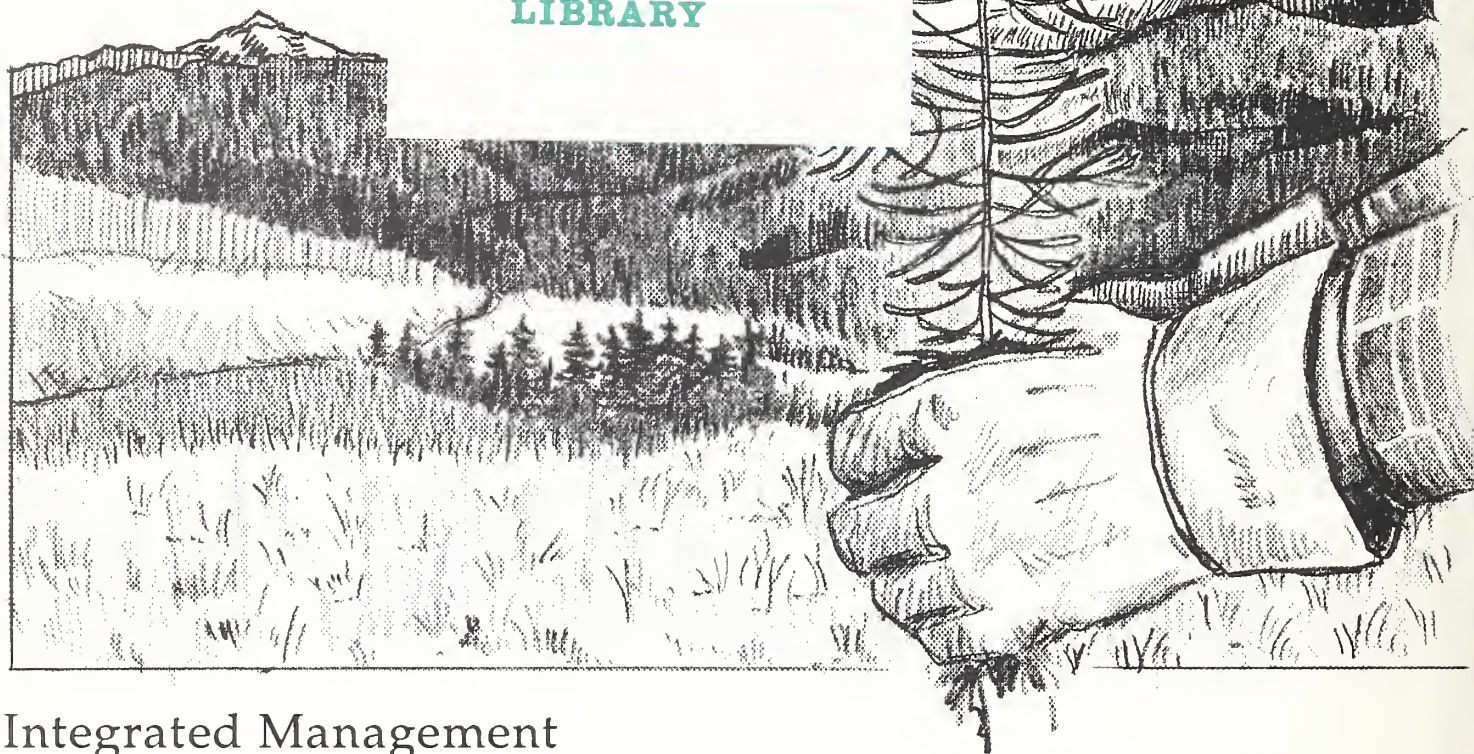
AGRICULTURAL

LIBRARY



ON

*The future is*



## Integrated Management Through Forest Plans

National Forest Plans are the best management tools that Forest Service people have to "Care for the Land and Serve People." Putting these Plans to work on the ground is our task. Forest Plan implementation requires working together, and balancing a mix of skills to achieve the multiple-use goals of the Plan.

Forest Plans describe a new phase of integrated resource management. Integrated management of resources as defined by the Northern Region is, "Where all resources are considered together for the same area of land. Planned activities are designed to work toward a desired future condition of the land to achieve a common good."

With Forest Land and Resource Management Plans available it is necessary to have and maintain a common approach when putting them to work. The Regional approach provides a sequence of events or series of steps for moving from broad Forest Plan direction to a desired future condition on the ground. It provides broad guidance for uniform understanding and consistency by describing expectations, providing common definitions and emphasizing teamwork.

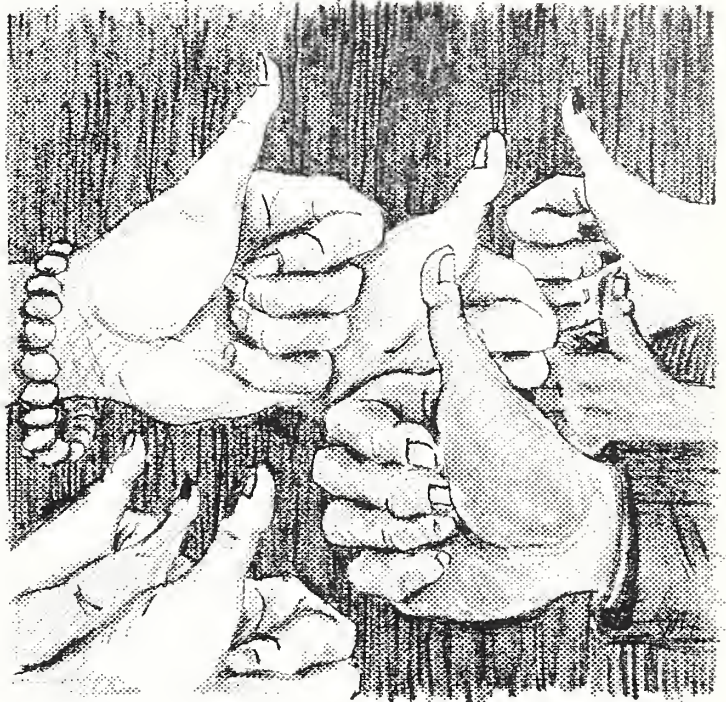
# PEOPLE WORKING TOGETHER

## *Accomplishing Our Mission Through Teamwork*

### **Our Greatest Strength...Our People**

By recognizing that our greatest strength is ourselves, we can be a more effective and productive organization. We must promote a management climate which fosters teamwork, esprit de corps, innovation, creativity, common sense, and the open expression of ideas. Using our initiative, we can balance resources and encourage efficient work practices which result in lower costs and higher quality benefits to society.

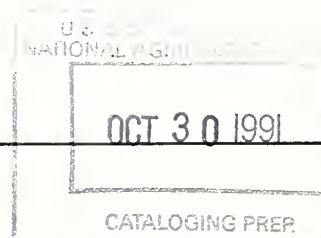
Through teamwork, we care for and protect land, resources and facilities in accordance with the integrated approach advocated by our Forest Plans.



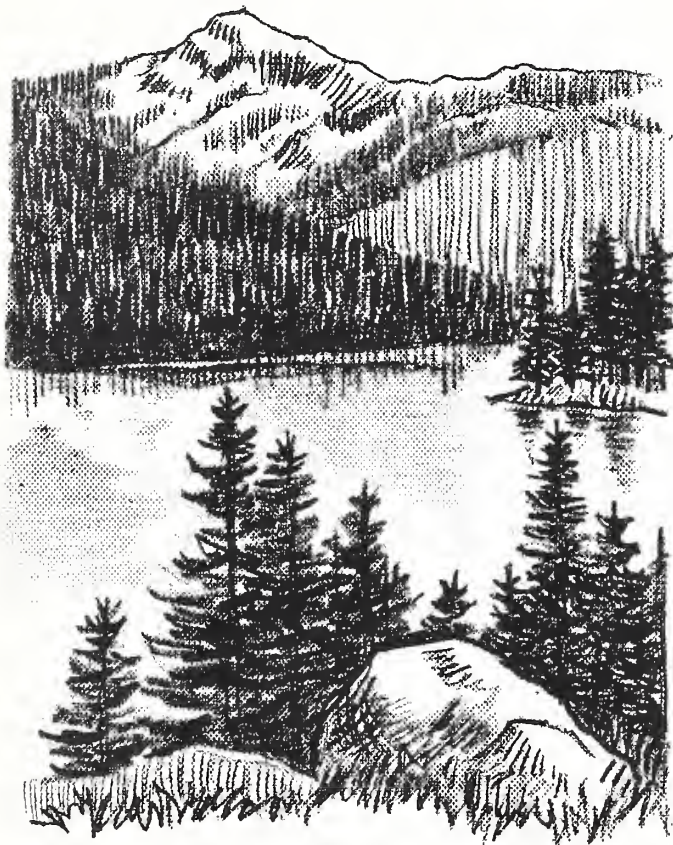
### **Teamwork**

**We can work better as a team for common goals by:**

- ... asking for, listening to and using suggestions and ideas from all employees;**
- ... providing incentives for integrated management;**
- ... keeping employees informed and involved;**
- ... establishing common goals and definitions that are commonly understood and supported by employees.**



# CARING FOR THE LAND



## Caring for the Land ....

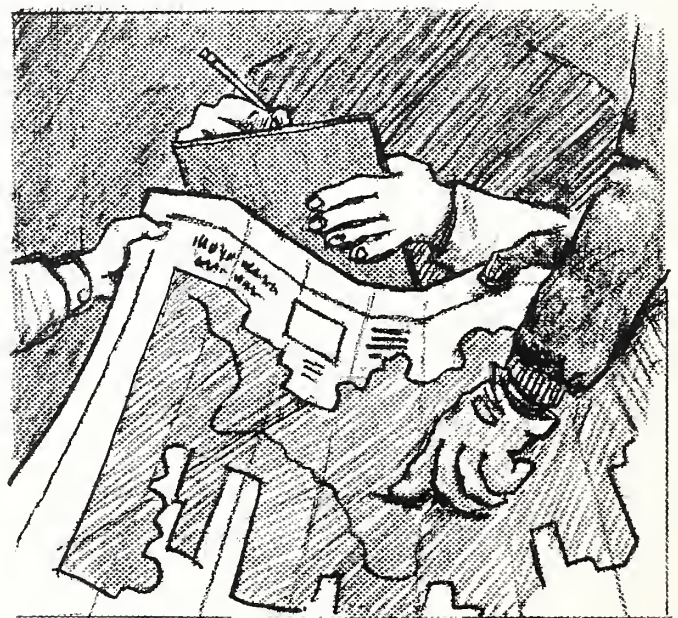
From the inception of our agency in 1905, we have been guided by a philosophy of wise use and service to the people. Resources were then and are today to be managed for "the greatest good for the greatest number in the long run." Our agency is dedicated to the wise use and conservation of resources for present and future generations.

## And Providing Conservation Leadership ....

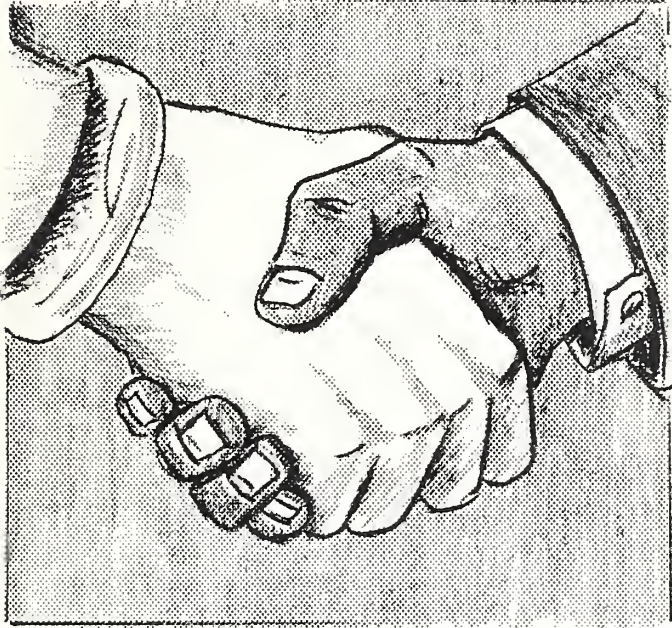
The Forest Service is a leader in the conservation and wise use of the Nation's forests and rangelands. We manage the National Forests and Grasslands, cooperate with State and other Federal Agencies to apply good land management practices on other public and private forests and rangelands, and do research to find better ways to manage and use our natural resources. We take pride in constantly monitoring and evaluating our own work to see that it is providing for goals and objectives called for in the Forest Plans. We will change and adapt as needed to maintain excellence in our land management for this and future generations.

## Through an Integrated Approach to Resource Management

By working together in caring for the land we will serve the public best. Using the Forest Plans with interdisciplinary teamwork and communicating with the public is the best way to accomplish our mission.



# SERVING PEOPLE



## And Taking Pride in Our Work

We see our work as more than a job. It is our opportunity as individuals to help protect and manage forests and rangelands for this and future generations. We are an effective work force. We know our jobs.

## Excellence in Public Service ....

The American people are our neighbors and our employers. We are land stewards, hired by the American people, to care for the public lands belonging to all of us. As land stewards, we try to give people the goods and services, opportunities and options they want while protecting resources for the future. And we are sensitive to the ways in which National Forest management might affect our neighbors and employers.

## Through Working With Our Neighbors ....

We must get to know the people who are interested in and affected by Forest Service land management.

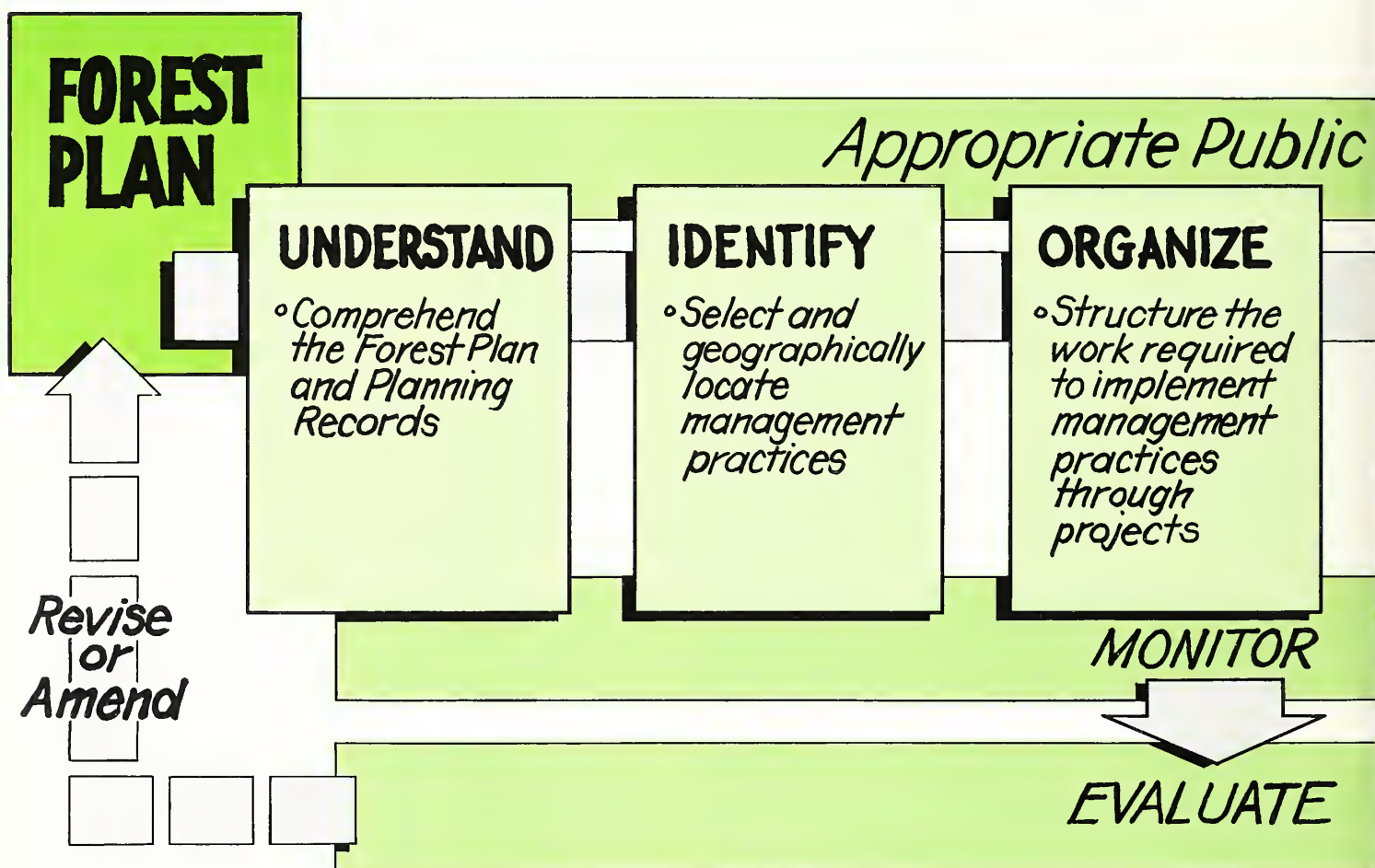
By being good hosts and good neighbors we can come to better understand each other.

It is important to notify these people of our proposed activities as a gesture of good will and to determine their interests. We must cooperate and work together respecting each others feelings and opinions. Communications are essential so that we can share the best we have to offer.



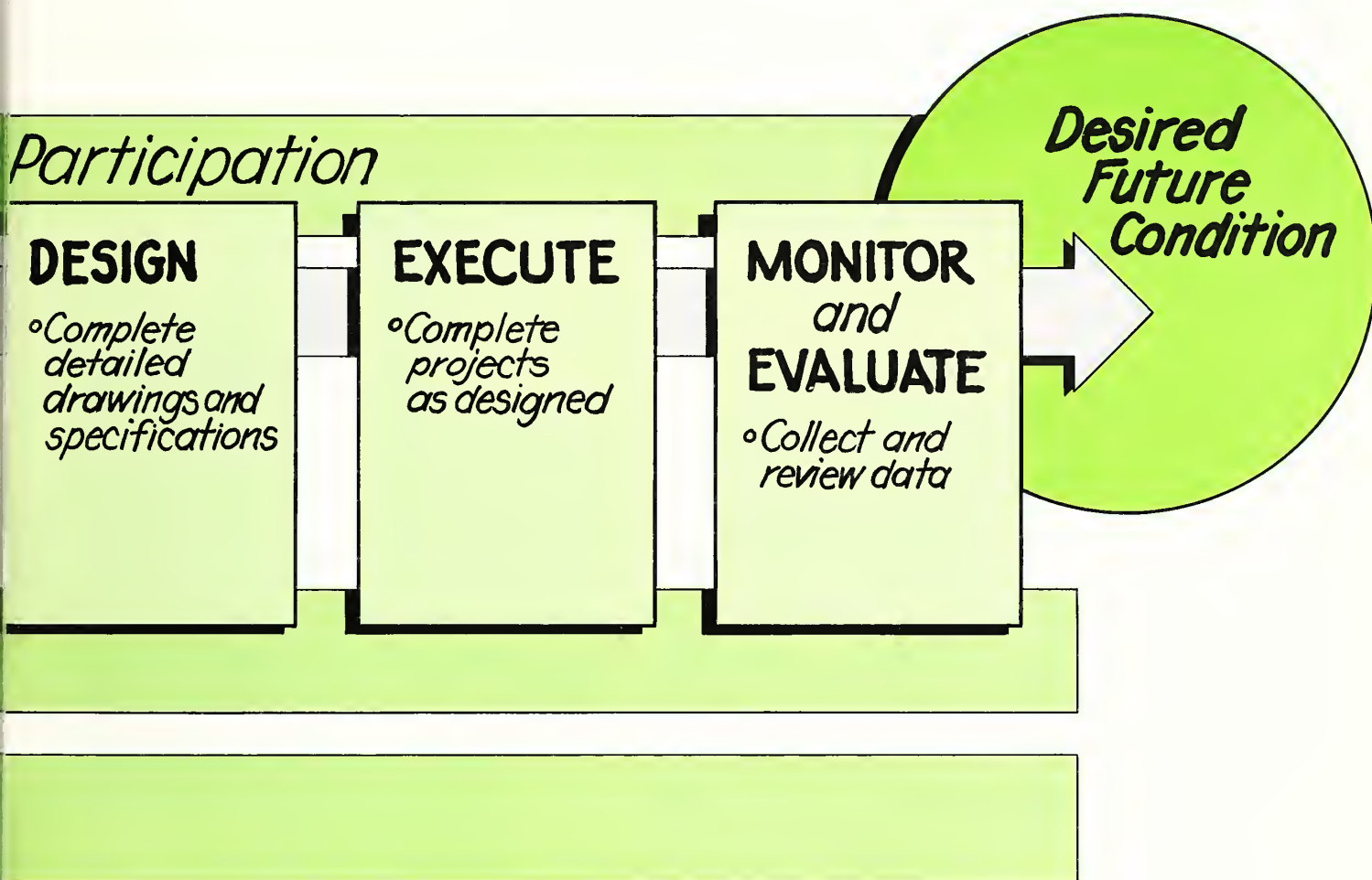
# OUR PLAN OF ACTION ...

Taking our Forest Plans and having them guide us to a desired future condition requires a plan of action. This sequence of events leads us from the broad guidance and direction of the Forest Plan to the on-the-ground projects needed to reach the desired future condition.



# FOR IMPLEMENTATION

The desired future condition is a concise statement that describes a desired condition of the land to be achieved sometime in the future. It is normally expressed in broad, general terms and is timeless in that it has no specific date by which it is to be completed.



# UNDERSTAND

Forest Plans are part of the long-range land and resource planning process established by the National Forest Management Act of 1976 (NFMA), an amendment to the Forest and Rangeland Renewable Resources Planning Act of 1974 (RPA). The Forest Plans provide direction for the integrated management of our forest resources. Goals, objectives, and standards for the Forest were developed during the Forest Planning process and are displayed in the Forest Plans. In addition, the Forest Plan identifies management areas, each with its own goals and standards.

Decisions on management practices and projects for specific sites were not made in Forest Plans. These are identified, located, analyzed, and carried out as part of Forest Plan implementation to arrive at the desired future condition.

The reasons for the decisions made in the Forest Plan are described in the Record of Decision. Additional resource and analysis information is included in the Forest Plan Environmental Impact Statement and the planning records.

The Forest Plan, Environmental Impact Statement, Record of Decision, and planning records are the basis for an integrated approach to resource management. A good understanding of this direction and information is essential to implement the Forest Plans.



## *Expectations*

1. Make available for public review, at each Ranger District Office, information to further awareness and understanding of the Forest Plan.

This could include:

- Final documents including the Forest Plan, Record of Decision, Environmental Impact Statement, and Management Area map.
- Brief summaries of Forest Plan information.
- Proposed implementation schedule.

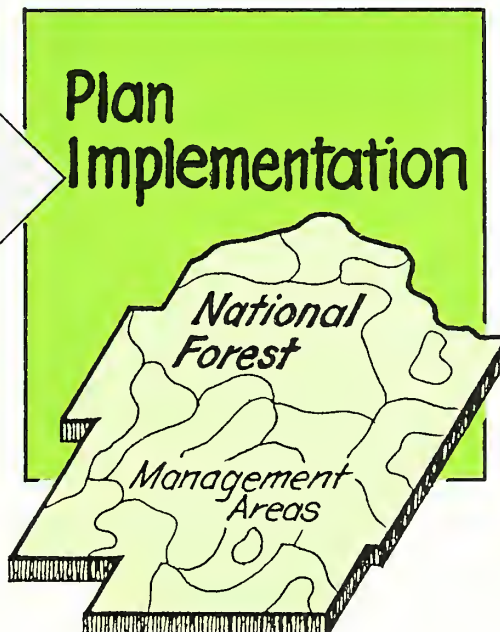
2. Line officers will ensure that all employees are provided orientation/training on Forest Plans and Forest Plan implementation.

3. Make information from the Forest Plan and planning records available to Forest and Ranger District employees and ensure that they use the information daily.

UNDERSTANDING  
BY

PEOPLE

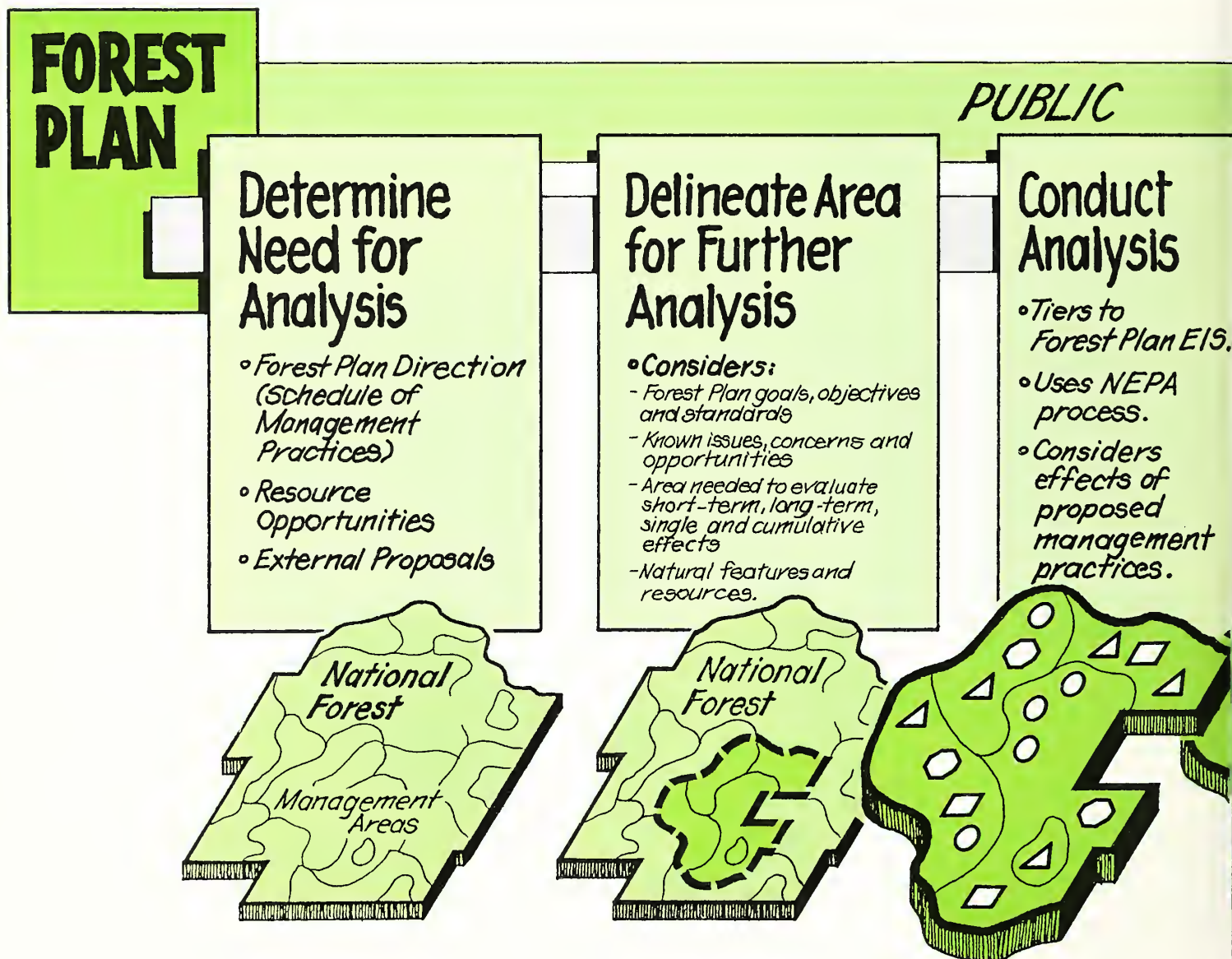
- Public
- Employees
- Other Agencies



# IDENTIFY

Management practices are identified and scheduled by management prescriptions in the Forest Plan which lead to the "desired future condition."

Implementation begins with locating the specific sites for these practices within management areas. The Identify phase includes locating, analyzing and selecting management practices to ensure that they are done in an integrated manner.



Management Practices are specific activities, measures, treatments, or courses of action that will meet the intent of the Forest Plan.

Examples are clearcutting, shelterwoods, prescribed burns, mineral leasing, trail maintenance, road and campground construction.

## Expectations

1. Identify and analyze specific locations of management practices that will implement the Forest Plan. Use the National Environmental Policy Act (NEPA) process and tier to the Forest Plan NEPA documents.

- As a minimum, include those management practices which are reasonably interconnected.
- The disclosure document will include as many management practice decisions as are appropriate and a determination of consistency with the Forest Plan.

2. The decision document will be completed in advance of planned execution to allow sufficient time to address public issues and management concerns. Our goal is to have the NEPA document two years in advance of the planned execution.

3. Normally, the District Ranger will approve all decision documents for management practices.

## INVOLVEMENT

Locate  
and Select  
Management  
Practices

Complete  
Decision  
Document  
for  
Management  
Practices

Execute

*Normally, two years  
for most vegetative  
treatments and  
transportation  
systems*

*Site-specific location of  
management practices*

# IDENTIFY

## NEPA

Compliance with NEPA is an important part of decisionmaking during Forest Plan implementation. NEPA helps us improve resource decisions while protecting the environment, and assures that the public is involved in the process.

It is important to keep the affected and interested publics informed, and to invite their participation as management practices are identified and carried out.

## Scoping

Scoping is the first step of any environmental analysis and is used to identify the issues, concerns, and opportunities that are relevant to the decision being made. Issues already decided in the Forest Plan should not be considered.

## Tiering

Tiering to the Forest Plan EIS is used to reduce duplication of effort during the analysis and decision making process. It also helps provide consistency with the Plan.

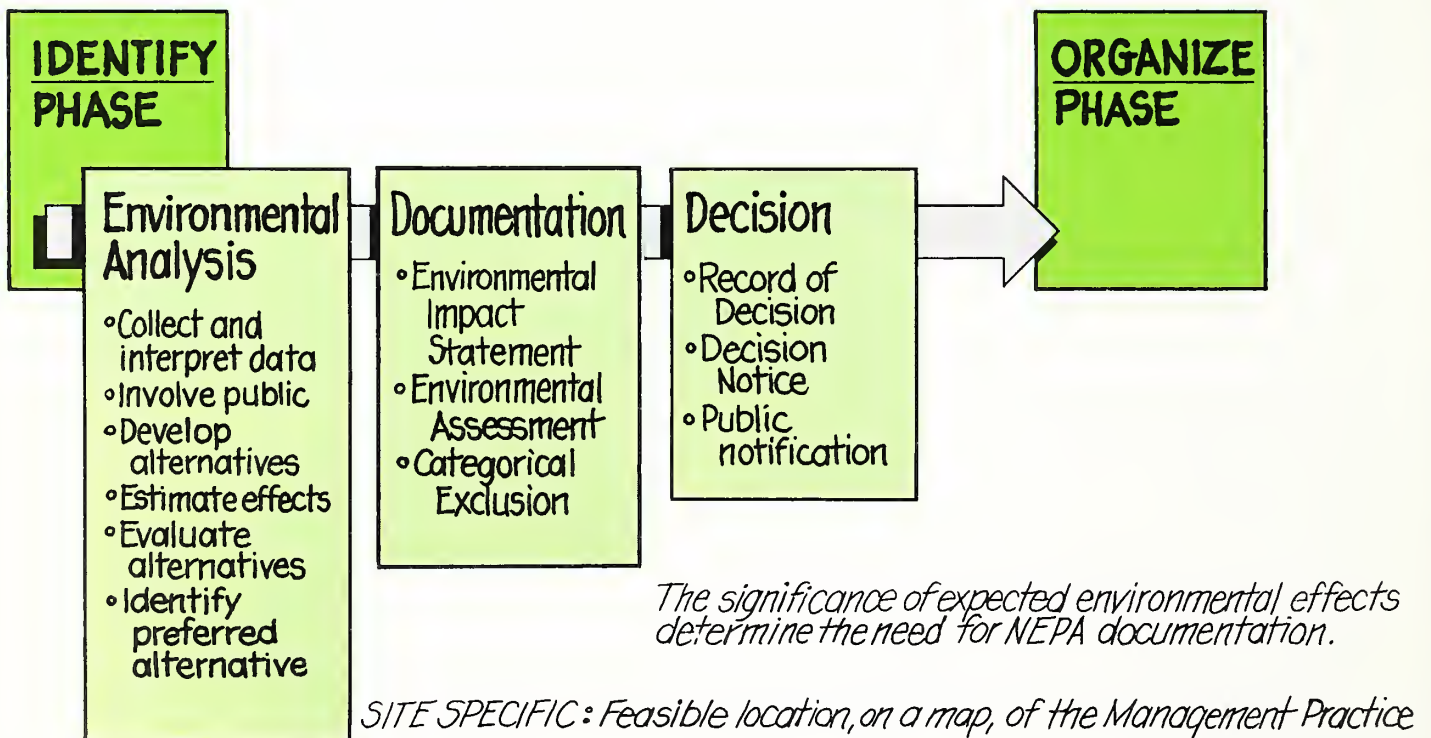
## Reasonably Interconnected Actions and Their Alternatives

The Forest Plan schedule of management practices or external proposals dictate which actions are reasonably interconnected. Explore a range of different ways of meeting the desired future condition. The "no action" alternative, which means the management practices would be delayed or not take place, must be included.

## Cumulative Effects

Cumulative effects are the combined impacts on the environment which result from the incremental effect of the proposed action when added to other, past, present, and reasonable foreseeable future actions. Cumulative effects can result from individually minor but collectively significant actions taking place over a period of time.

The area of analysis should be large enough to determine and evaluate the reasonably interconnected actions and the effects, including cumulative effects.



# ORGANIZE

It is now necessary to structure the work required to implement projects. The Organize phase includes setting priorities, programming, budgeting, scheduling and translating priorities to budgets (annual and outyear).

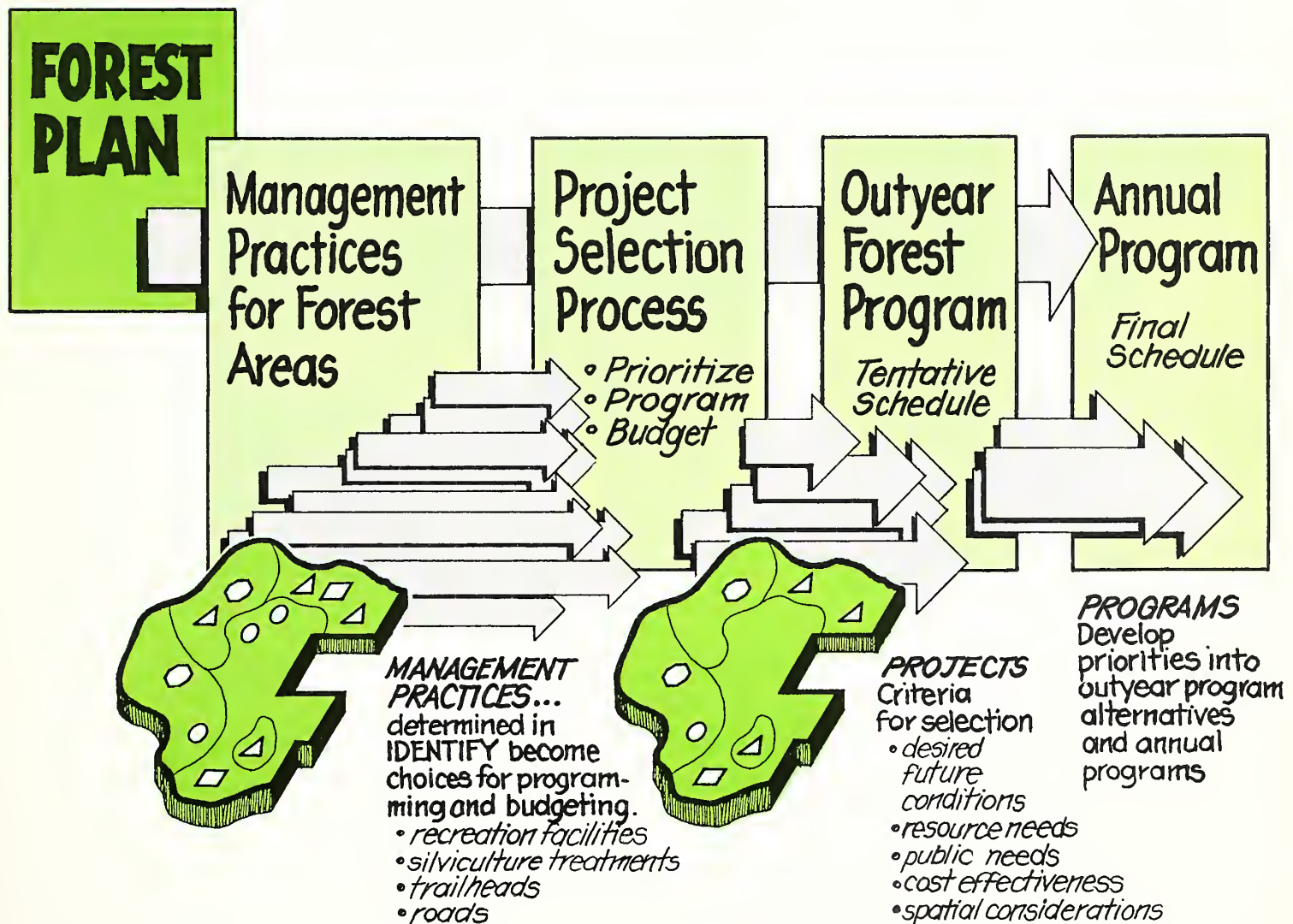
Management practices are combined into projects as appropriate.

## Projects

Projects are one or more management practices selected for a specific area of land to meet the intent of the Forest Plan. Projects are determined in the Organize phase. Examples of projects includes timber sales, road construction, campground construction, and mining plans of operation.

### Expectations

1. The implementation schedule will include an integrated mix of resource projects. The schedule will cover at least 2 years.
2. Monitoring and evaluation will be a part of the overall Forest program. Monitoring activities are identified, and funded as part of the projects and programs.
3. Forest Supervisors will tie budget requests to the Forest Plans and integrated resource needs.

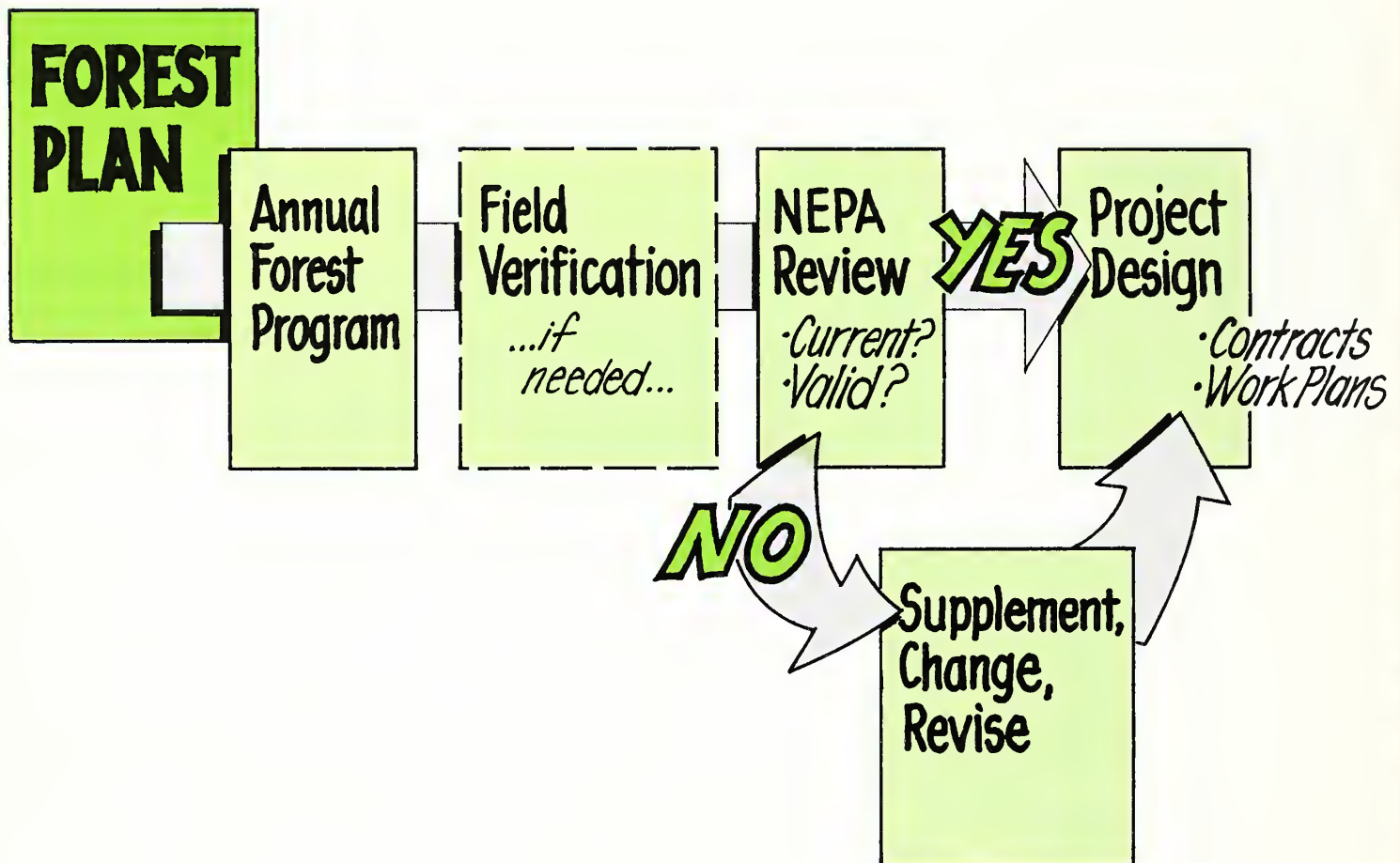


# DESIGN

Once decisions on projects have been made and scheduled, detailed drawings and specifications will be completed. Then the projects will be laid out on the ground, and contracts and/or work crew instructions are prepared.

## Expectations

1. Project designs will meet Forest Plan direction and specific requirements set forth in the NEPA documents.
2. The existing NEPA documents will be evaluated to ensure they are still adequate. Supplement, change, or revise the NEPA decision when the site specific effects are different.

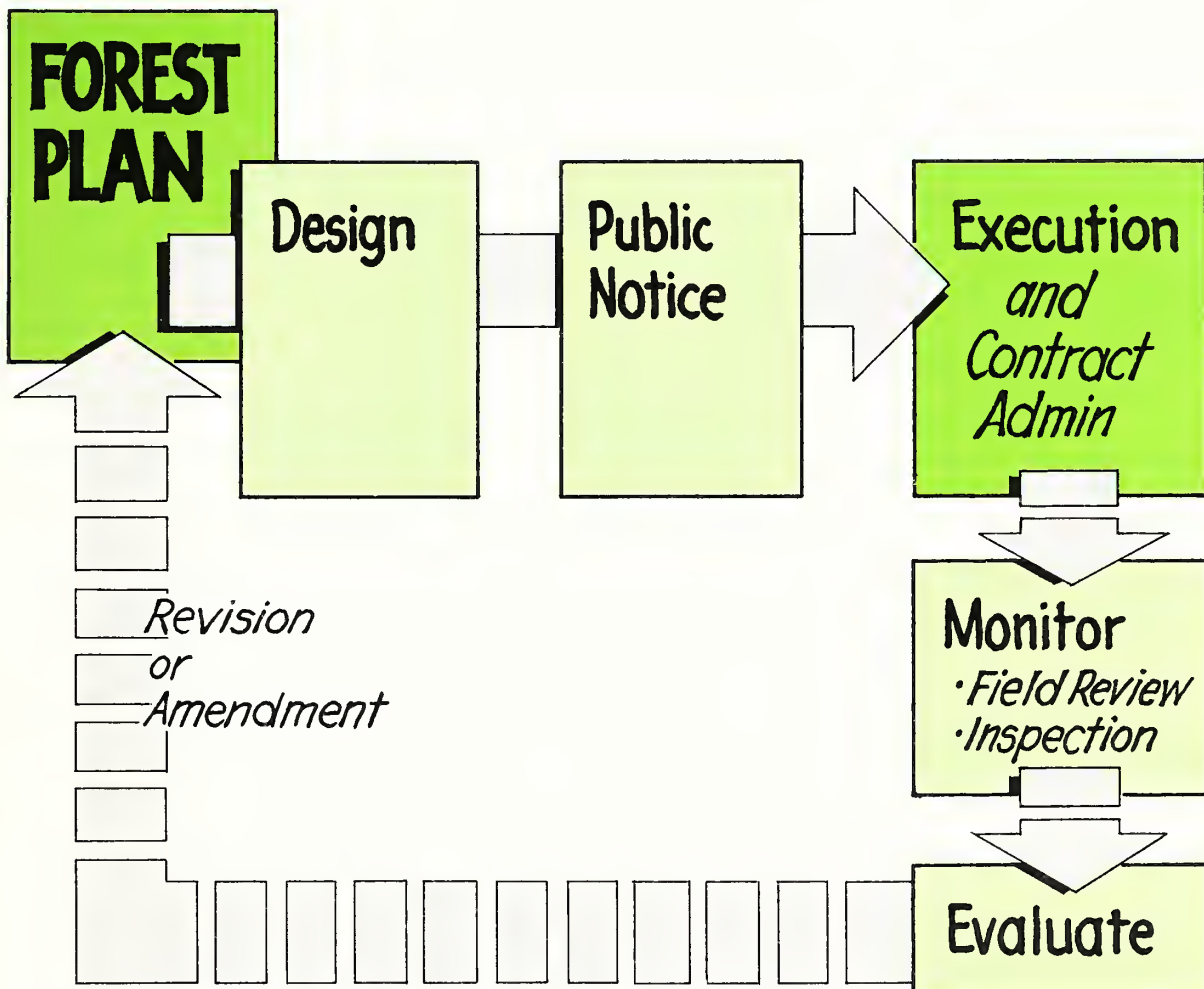


# EXECUTE

After projects are designed, they will be completed by work crews, contractors, etc. This phase includes all activities needed to ensure that actual work completed meets the design.

## *Expectations*

1. Projects should be completed as designed to ensure quality control and planned mitigation.
2. Depending on the issues and interests, the public will be notified as appropriate prior to the initiation of projects.



# MONITOR

## Monitor and Evaluate

Forest Plans set forth direction for monitoring and evaluation. During implementation, this direction will be refined. Monitoring and evaluation are separate, sequential events that will occur throughout Forest Plan implementation. Employees have an important role in monitoring Forest Plan implementation. Other agencies and the public will be informed and involved, as appropriate.

## Monitoring

Monitoring is gathering information and observing management activities to provide a basis for periodic evaluation of Forest Plan goals and objectives. There are three types of monitoring:

- Implementation Monitoring is used to determine if goals, objectives, standards and management practices are implemented as detailed in the Forest Plan. The question being asked is, "Did we do what we said we were going to do?"
- Effectiveness Monitoring is used to determine if management practices as designed and executed are effective in meeting Forest Plan standards, goals and objectives. The question being asked is, "Did the management practice do what we wanted it to do?"
- Validation Monitoring is used to determine whether the data, assumptions, and coefficients used in the development of the Forest Plan are correct. The question being asked is, "Is there a better way to meet Forest Plan goals and objectives?"

### *Expectations*

1. An annual monitoring program will be developed to ensure that Forest Plan monitoring requirements are met.
2. The monitoring program will be included in the Forest and District work plans.
3. The monitoring program will be coordinated with adjacent Forests to ensure consistency and effectiveness.

All phases in the Forest Plan implementation process may be affected by the monitoring and subsequent evaluation. For instance, management practices may be dropped or postponed, their scheduling revised, their design modified, or the execution process changed. Information attained is useful in identifying emerging issues and in influencing budget and priority setting. Ultimately, monitoring results will be evaluated to help determine if amendments to the Forest Plan are needed.

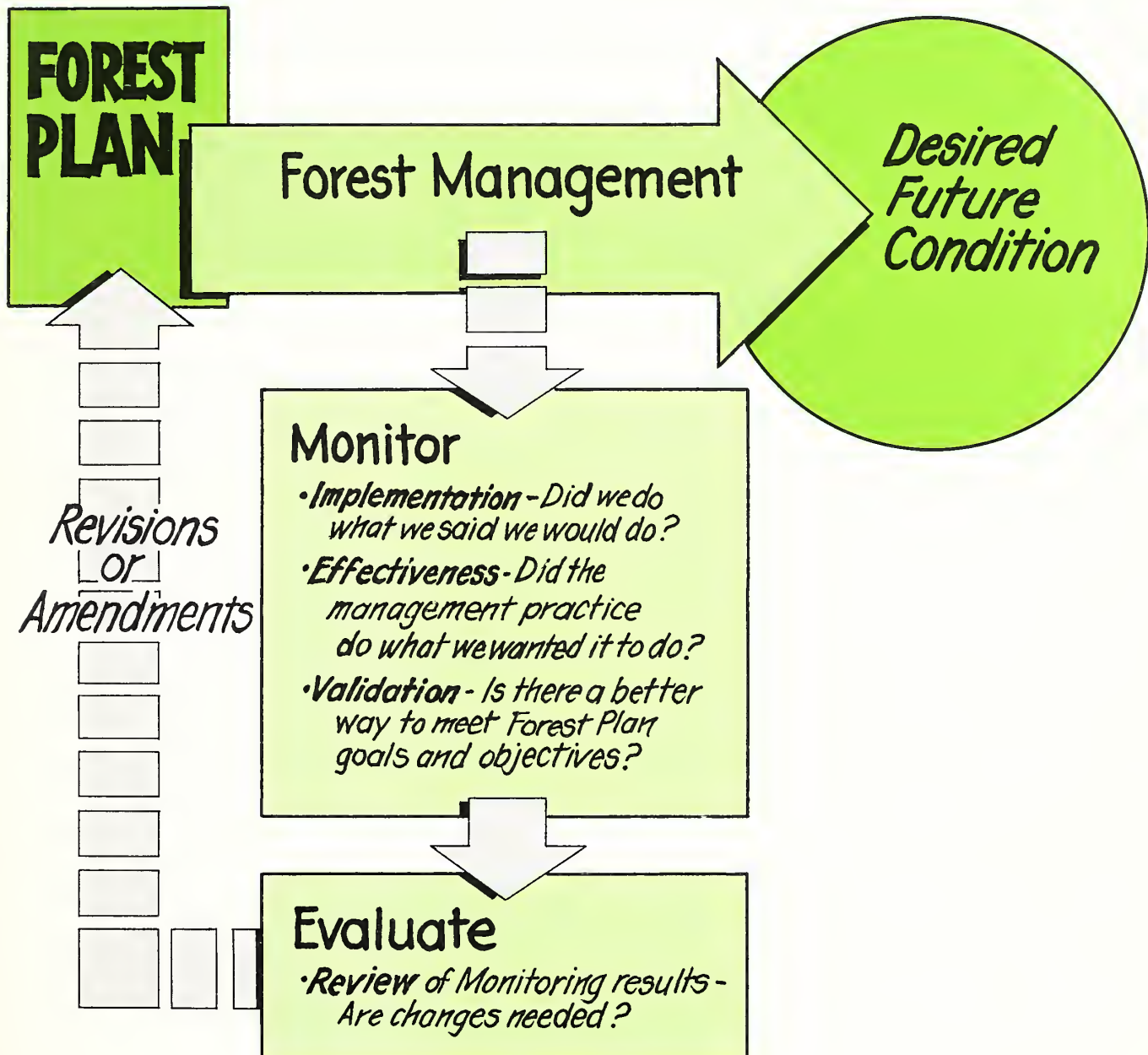
The public has expressed an interest in monitoring and evaluation. Through personal contacts and annual reports, people will be provided with the information acquired through monitoring and the results of our evaluation.

# EVALUATE

Evaluation is the analysis and interpretation of monitoring results. Evaluation will assist in the review of the conditions on the land covered by the Plan as required at least every five years by the National Forest Management Act Regulations.

## Expectations

1. Forest Supervisors are responsible for evaluation and recommending changes to the Forest Plan. Evaluation of the various monitoring requirements will be at the frequency prescribed.
2. Evaluation results, including the identification of emerging issues, will be provided to the Regional Forester and the public annually.
3. Management reviews will be conducted in an integrated manner to provide quality control.



# RESPONSIBILITIES GUIDE

※ CONSULTATION - Indicates the person or persons who may be called upon to provide information, render advice or make recommendations, or for coordination purposes.

▲ SPECIFIC RESPONSIBILITY - Indicates the person or persons responsible for completing an assigned portion of the task.

✓ LEAD RESPONSIBILITY - Indicates the person or persons directly responsible for completing the task.

● APPROVAL - Indicates the person who must approve or disapprove the action.

		Regional Forester	Forester Supervisor	District Ranger	I.D. Team	Technical Support	Forest Staff Officer
Understand	Make planning information available to the public	✓	✓	✓			
	Provide training on Forest Plans	✓	✓	✓			
	Make planning information available to employees	✓	✓	✓			
Identify	Identify and analyze locations of management practices			✓	▲	※	※
	Ensure consistency with the Forest Plan and NEPA process		✓	✓	▲	※	※
	Complete NEPA decision and disclosure documents		●	●			
Organize	Develop/maintain 2-year integrated project schedule		●	▲			✓
	Ensure that monitoring activities are included in Forest Programs		✓	▲			※
	Budget proposals meet integrated resource needs of Forest Plans		✓	※			▲
Design	Designs meet direction of Forest Plan and NEPA documents		●	●		※	▲
	Evaluate and update NEPA documents as appropriate		✓	✓	▲	※	※
	Select a cost effective design that meets management objectives		✓	✓		※	▲
Execute	Ensure projects are completed as designed			✓		※	▲
	Notify the public as appropriate			✓			
Monitor	Develop/maintain annual Forest monitoring program		✓	▲		※	▲
	Coordinate monitoring with adjacent Forests		✓	▲		※	※
Evaluate	Evaluate monitoring results and recommend changes		✓	▲		※	※
	Report evaluation results to Regional Forester and public		✓				
	Conduct integrated reviews	✓	✓				
Amend Forest Plan	Nonsignificant		●	※			※
	Significant	●	✓	※	▲		※
Revise Forest Plan		●	✓	※	▲		※
Operation & Maintenance	Administer permits, operation plans and maintain facilities			✓		▲	▲

# DEFINITIONS

**Categorical Exclusion** - A decision to exclude an action from the need to document the environmental analysis in an Environmental Assessment or EIS. It is based on the responsible official finding that the action will have no significant effect on the human environment, individually or cumulatively.

**Cumulative Effects** - The impact on the environment which results from the incremental effect of the proposed action when added to other, past, present, and reasonable foreseeable future actions regardless of who undertakes such actions. Cumulative effects can result from individually minor but collectively significant actions taking place over a period of time.

**Environmental and Decision Documents** - Refers to a NEPA environmental assessment, environmental impact statement, finding of no significant impact, decision notice, notice of intent, or record of decision.

**Environmental Analysis** - An investigation of alternative actions and their predictable environmental effects, including physical, biological, economic, and social consequences and their interactions; short-term and long-term effects; and direct, indirect, and cumulative effects. This process provides the information needed for identifying actions that may be categorically excluded or for preparing appropriate environmental documents.

**External Proposals** - Proposals originating from outside the Forest Service, e.g. special uses, oil and gas, minerals etc.

**Forest Interdisciplinary Team** - The team, that under the direction of the Forest Supervisor, prepares the Forest Plan and Environmental Impact Statement and implements the required public participation and coordination activities. The team shall continue to function even though membership may change, and shall monitor and evaluate planning results and recommend revisions and amendments (36 CFR 219.10).

**Forest Plan Amendment** - Formal alteration of the Forest Plan by modification, deletion or addition, based on nonsignificant or significant changes. Nonsignificant changes are minor modifications of Forest Plan management direction. Significant changes are major alterations of Forest Plan management direction. Unlike a complete Plan revision, an amendment addresses only the issues that trigger a need for change. Amendments based on significant changes must satisfy both NFMA and NEPA procedural requirements. Amendments based on nonsignificant changes must satisfy NEPA procedural requirements.

**Forest Plan Goal** - A concise statement that describes a desired condition to be achieved sometime in the future. It is normally expressed in broad, general terms and is timeless in that it has no specific date by which it is to be completed. Goal statements form the principal basis from which objectives are developed (36 CFR 219.3).

**Forest Plan Objective** - A concise, time-specific statement of measurable, planned results toward achieving an established goal. An objective forms the basis for further planning to define the precise steps to be taken and the resources to be used in achieving identified goals (36 CFR 219.3).

**Forest Plan Revision** - Preparation of a complete, newly edited version of a Forest Plan. A Forest Plan shall ordinarily be revised on a 10 year cycle or at least every 15 years. It also may be revised

whenever the Forest Supervisor determines that conditions or demands in the area covered by the Plan have changed significantly or when changes in RPA policies, goals, or objectives would have a significant effect on Forest level programs. In the monitoring and evaluation process, the Interdisciplinary Team may recommend a revision of the Forest Plan at any time.

**Forest Plan Schedule** - Schedule of proposed management practices by management area for the planning period

**Implementation** - To carry out the Forest Plan direction through on-the-ground management practices and through Forest Service programs.

**Implementation Schedule** - A Forest Supervisor's list of proposed actions that are scheduled to implement the Forest Plan, based on site specific analysis and funding.

**Integrated Resource Management Approach** - All resources are planned in the same area and scheduled over the planning period using an interdisciplinary approach. All further Forest Plan implementation actions are united and coordinated to achieve Forest Plan goals and objectives. The combined effects of all proposed activities and the public's interests, concerns and values are considered by an interdisciplinary team to achieve a balance of management practices that reflects a common good.

**Management Area (MA)** - An area delineated on a map showing where a management prescription applies. A management area is usually noncontiguous, that is the same management area occurs in several different locations on the Forest.

**Management Direction** - A statement of Forest Plan goals and objectives (e.g., multiple-use), associated management prescriptions, and standards and guidelines for attaining them. (36 CFR 219.3).

**Management Practice** - A specific activity, measure, course of action, or treatment (36 CFR 219.3). Examples: burning, clearcutting, trail and road construction and campground cleanup.

**Management Prescription** - Management practices and intensity selected and scheduled for application on a specific area to attain multiple-use and other goals and objectives (36 CFR 219.3).

**Project** - One or more management practices selected for implementation in a specific area of land to meet the intent of the Forest Plan. Examples: timber sale, road construction, and campground construction.

**Scoping** - Scoping is the process used to determine the extent of environmental analysis necessary for an informed decision on a proposed action. Important elements of scoping may include identifying relevant issues, concerns and opportunities, reviewing Forest Plan direction, assessing public involvement needs, initiating public participation, and determining the combination of disciplines needed for the interdisciplinary analysis.

**Standard** - A measure or outline of policy or conduct established as a criterion in the Forest Plan to be used in proposing and carrying out management practices.

**Tiering (40 CFR)** - A procedure which allows an agency to avoid duplication through the incorporation by reference of the general discussions and relevant specific discussions from an environmental document of broader scope into one of lesser scope or vice versa.



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